

Leading and Managing: People, culture and vision



EARCOS Leadership Conference 2012
Chris Jansen – University of Canterbury, New Zealand



Upside down World Map

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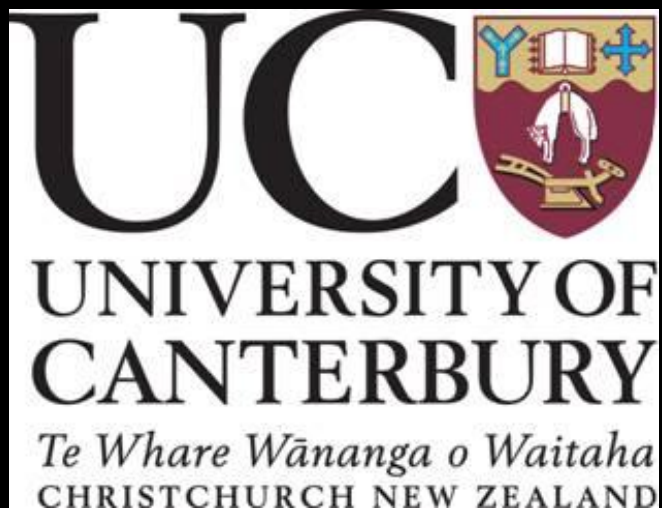
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ISBN 1-86500-168-6



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Providing learning
pathways to the future...



Overview

- leadership vs management
- building engagement
- cranking up our leadership
 1. proactive mentoring
 2. fostering interaction
 3. shared power
 4. collective values and vision

Tahi
Rua
Toru
Wha











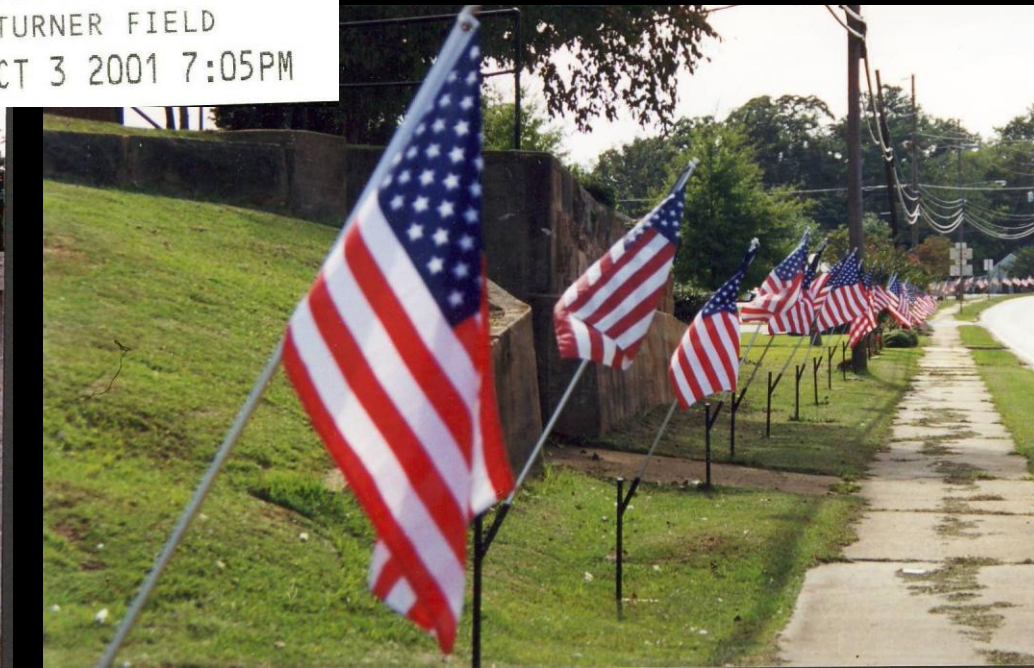
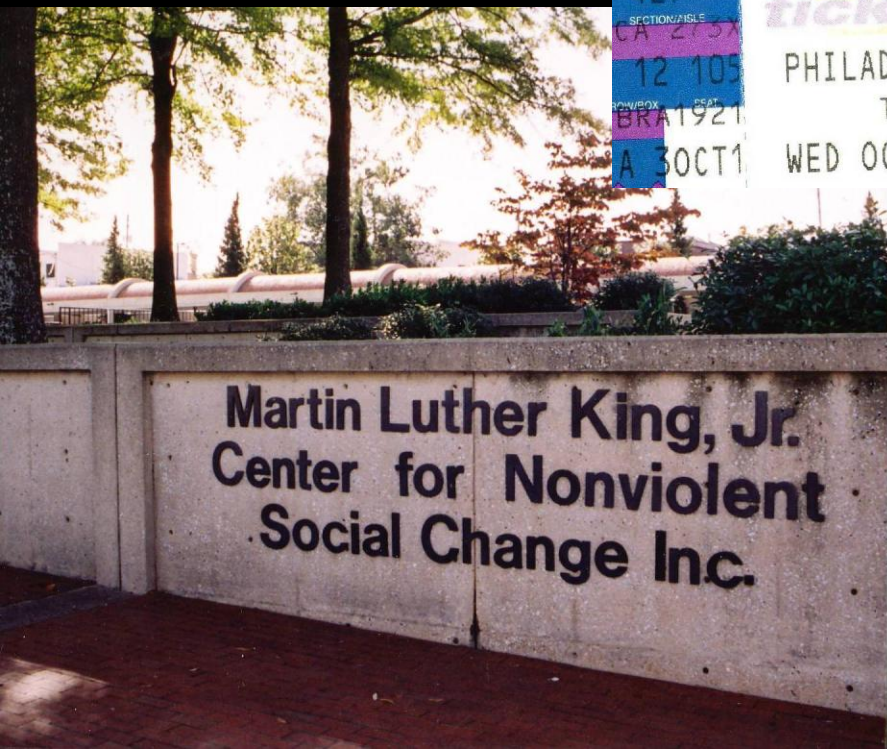


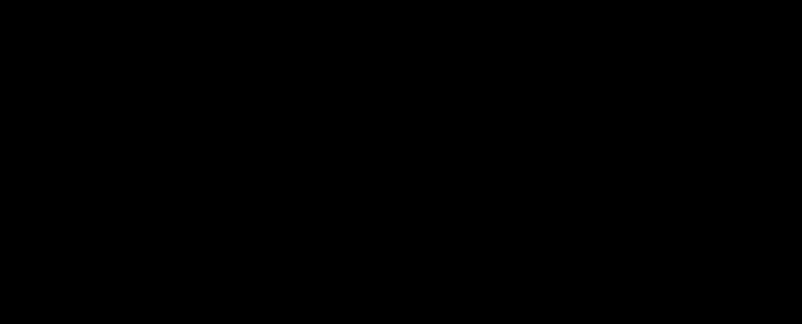


Hufanga Taufou	Ieremia Toe'Salelea
Mata Rikiau	Memory Haimona
Jacqueline Itamua	Poriau Uamaki
Andre Vatu	Misili Filoa
Francis Pule	Kose Tuifelasai
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Ema Piutau	Julia Pula
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Makasini Tulimaiau	Apenera Tutai (Ape)
Asoleaga Nausala	(Aso)Taiwan Leasuasu

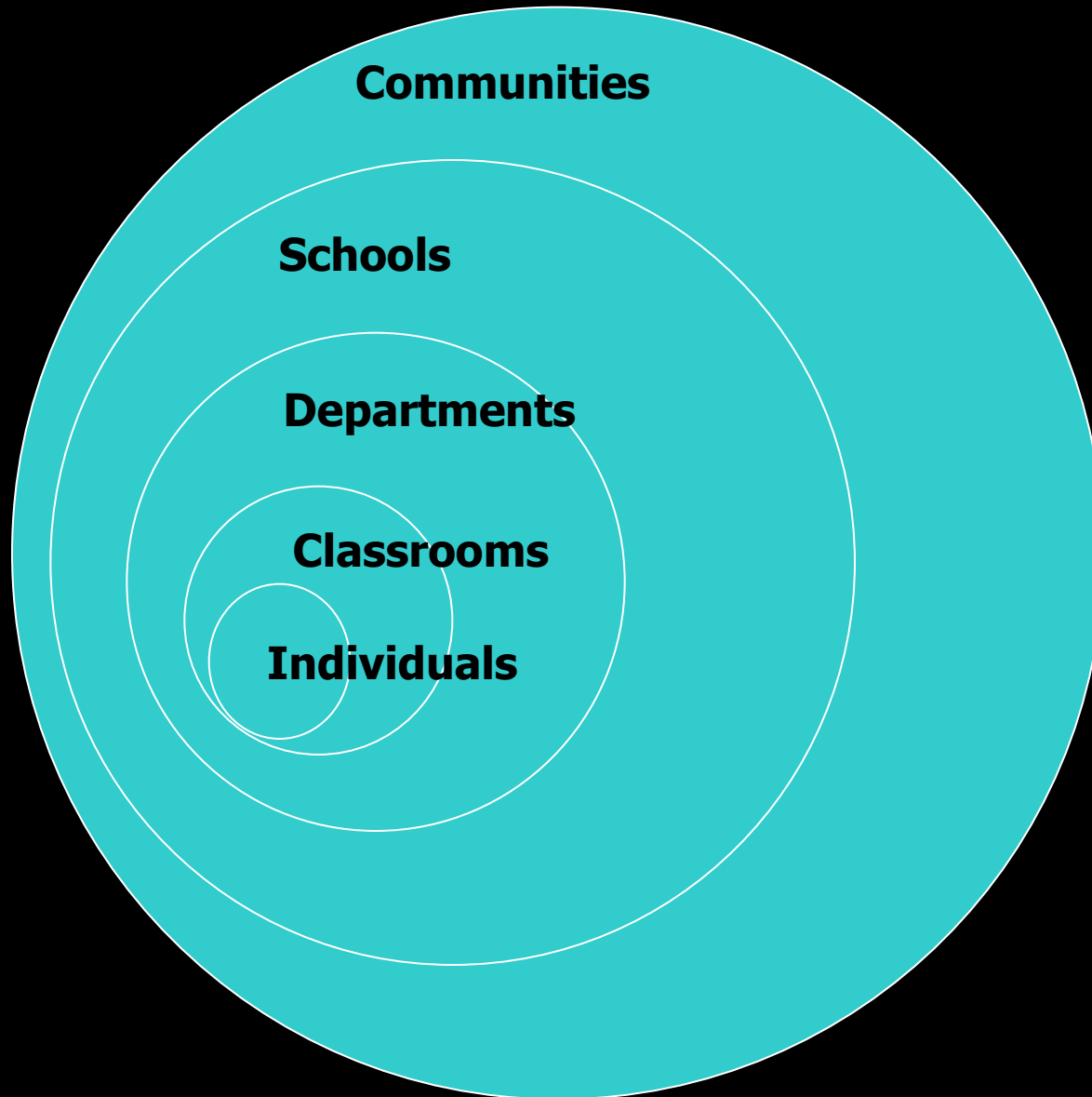



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Growing leadership influence



A wide-angle shot of two surfers riding a wave. The surfer in the foreground is crouched low on a purple surfboard, creating a large splash of white water. The second surfer is further back and to the left, also riding the wave. The ocean is a deep blue with visible ripples, and the sky is a pale, clear blue.

Mike Parsons
Final Wave





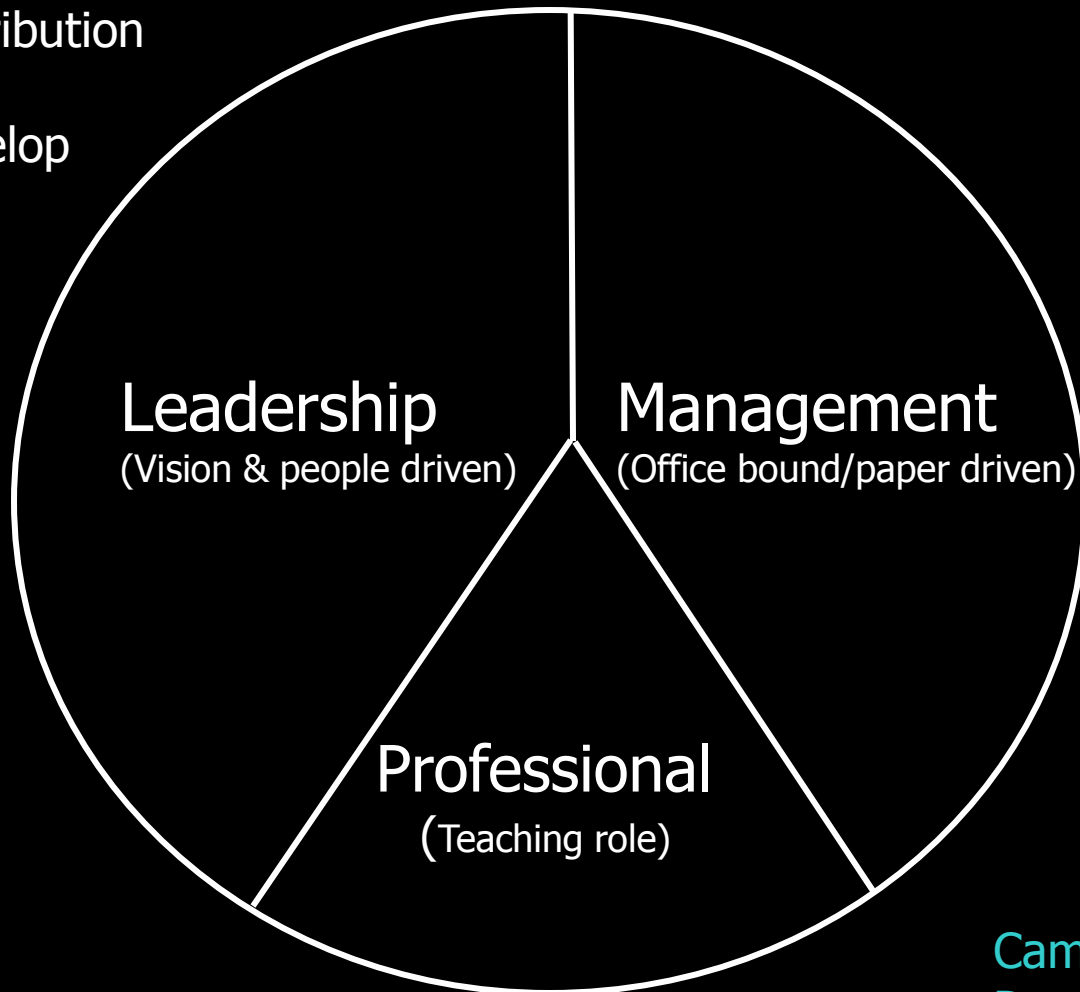
Are you switched on?

The Roles of a Manager

Vision
Meaningful Contribution
Values
Engage and develop
people
Create context



Commitment,
Change & Hi-
Performance



Plan
Organise
Control
Administer systems
Critique
Create Order



Compliance
& Status-Quo
Efficiency

Cammock (2001) The
Dance of Leadership

Management and Leadership

Management Focus	Leadership Focus
Tasks/things	People
Control	Empowerment
Efficiency	Effectiveness
Doing things right	Doing the right things
Speed	Direction
Practices	Principles

Management

- Planning & Budgeting
- Organizing & Staffing
- Controlling & Problem Solving



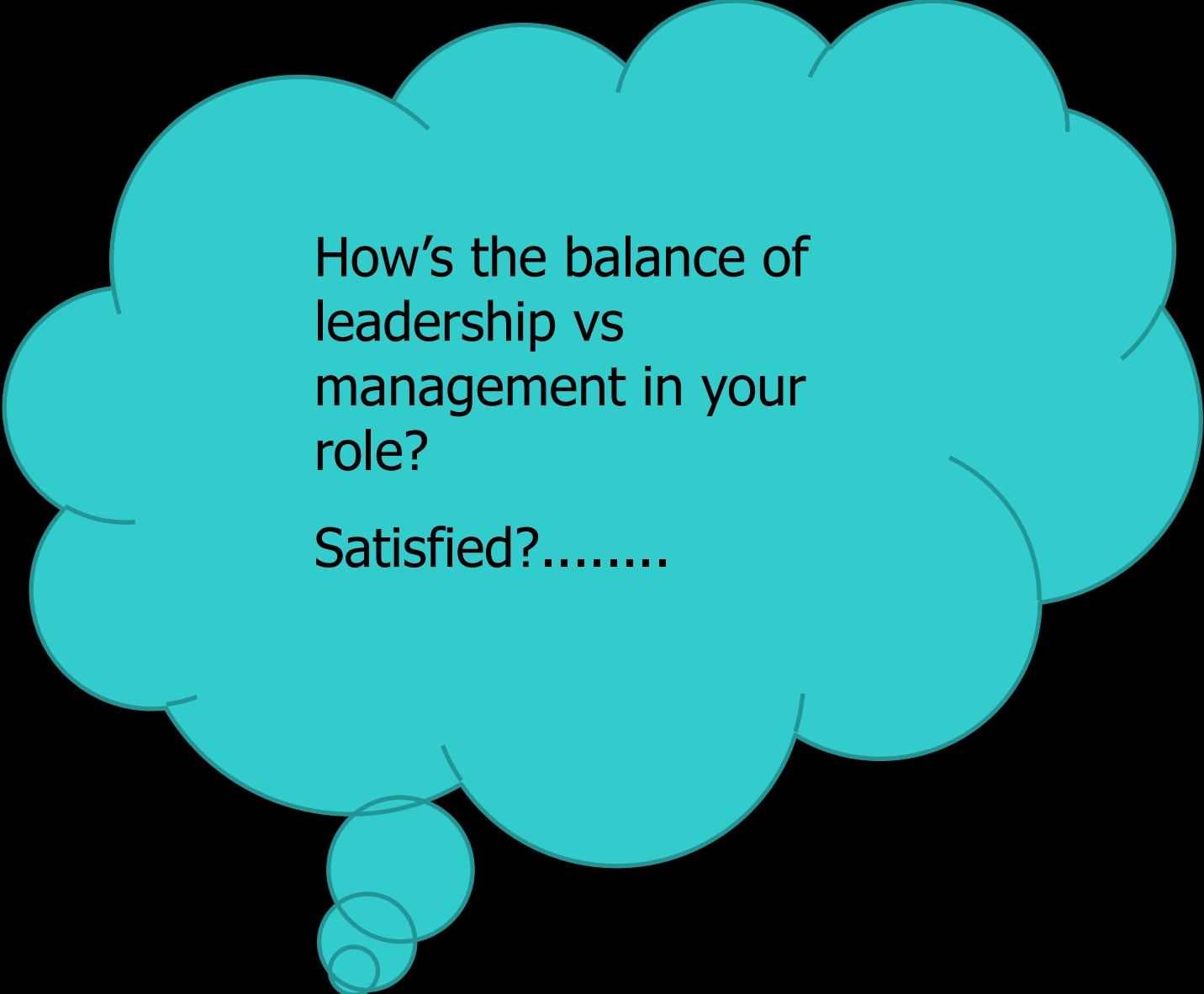
**Produces Predictability
and Order**

Leadership

- Establishing Direction
- Aligning People
- Motivating & Inspiring



Produces Change



How's the balance of
leadership vs
management in your
role?

Satisfied?.....

Cranking up our
leadership
performance



Engagement leads to peak performance

Sample culture survey:

Rate each question from 1 (low) to 5 (high)

Add up total out of 25

- 1) I really care about the future of my organisation*
- 2) I am proud to tell others that I work for this organisation*
- 3) My organisation inspires me to do my best*
- 4) I would recommend my organisation to a friend as a good place to work*
- 5) I am willing to put in a great deal of effort and time beyond what is normally expected*

1) Proactive mentoring

“employee first – customer second”

Anand Pillai


Recognise and value people

- *Strong belief in people*
- *Prioritize them and take the time*
- *Creating space to empower people*
- *Notice, listen, appreciate*
- *Enlarge their self belief*
- *Recognise their strengths and passions*

Develop people

- *They leave in better shape than when they arrived*
- *Create support structures to meet needs*
- *Make opportunities available*
- *Support initiative and boundary pushing*
- *Note achievements*





*Who are you actively
developing and looking
out for?*

*Who is looking out for
you?*

2) Foster interaction and shared learning

"a healthy organisation is one in which all participants have a voice"
(Peck ,1988).

"It is no longer sufficient to have one person learning for the organisation... Its just not possible any longer to figure it out from the top, and have everyone else following the order of the 'grand strategist'. (Senge , 2002)

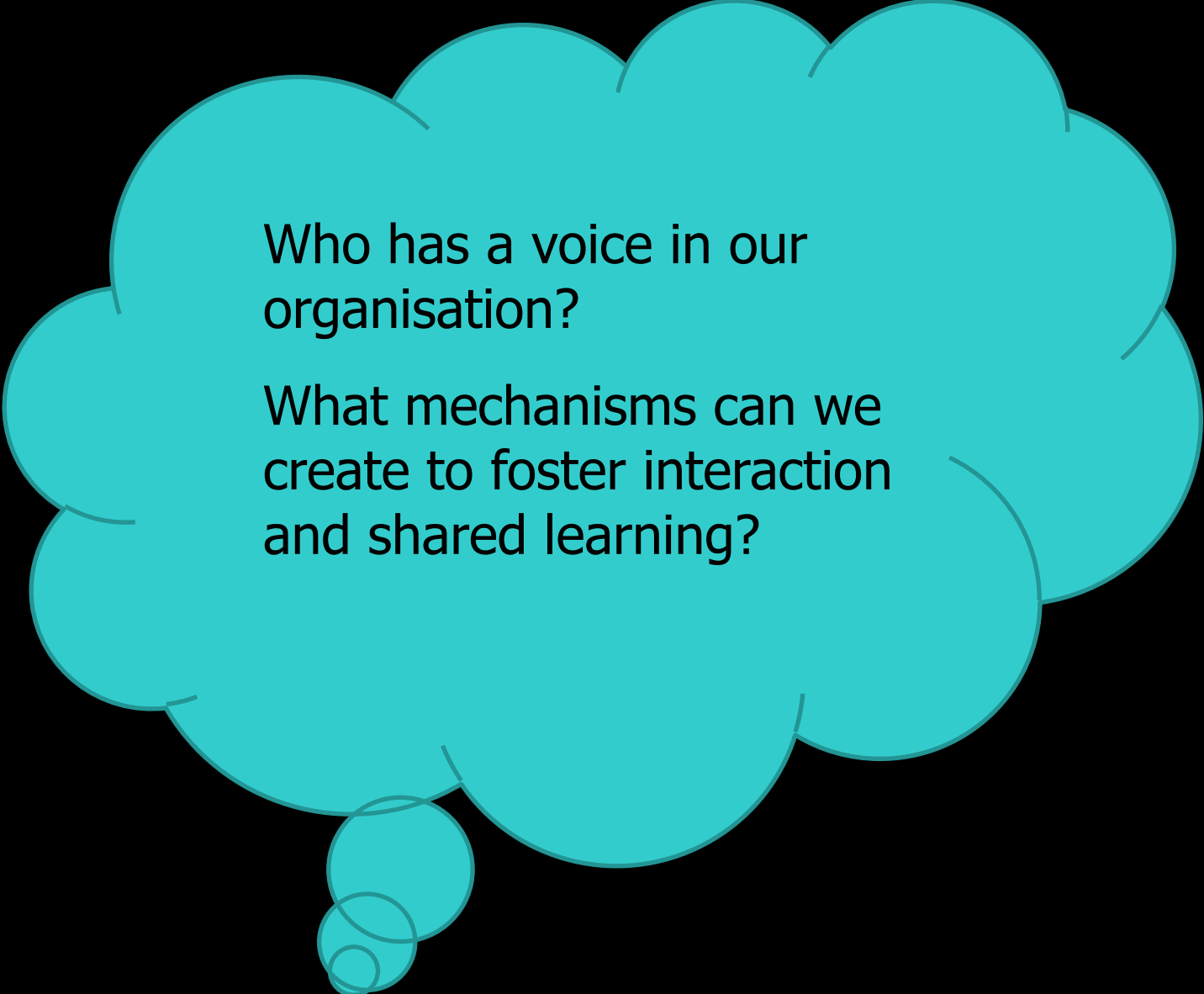
Develop culture

- *Creating environments*
- *Fostering high trust*
- *Build positive relationships*
- *Restorative environment*
- *Compliment each other's strengths*

Foster learning

- *Role model a learning attitude*
- *Opportunities to dialogue and build networks*
- *Listening to leverage collective intelligence*
- *Redesign social architecture*
- *Take time to consult, get buy in and find the best solution*
- *Generate feedback*





Who has a voice in our organisation?

What mechanisms can we create to foster interaction and shared learning?

3) Distribute power and decentralise control

Share leadership

- *We are all leaders*
- *Break down hierarchy*
- *Share responsibility and accountability – bit by bit ...*
- *Create ownership and empowerment*
- *Delegate and let go*
- *Foster interdependance*
- *Master the process – not the content*

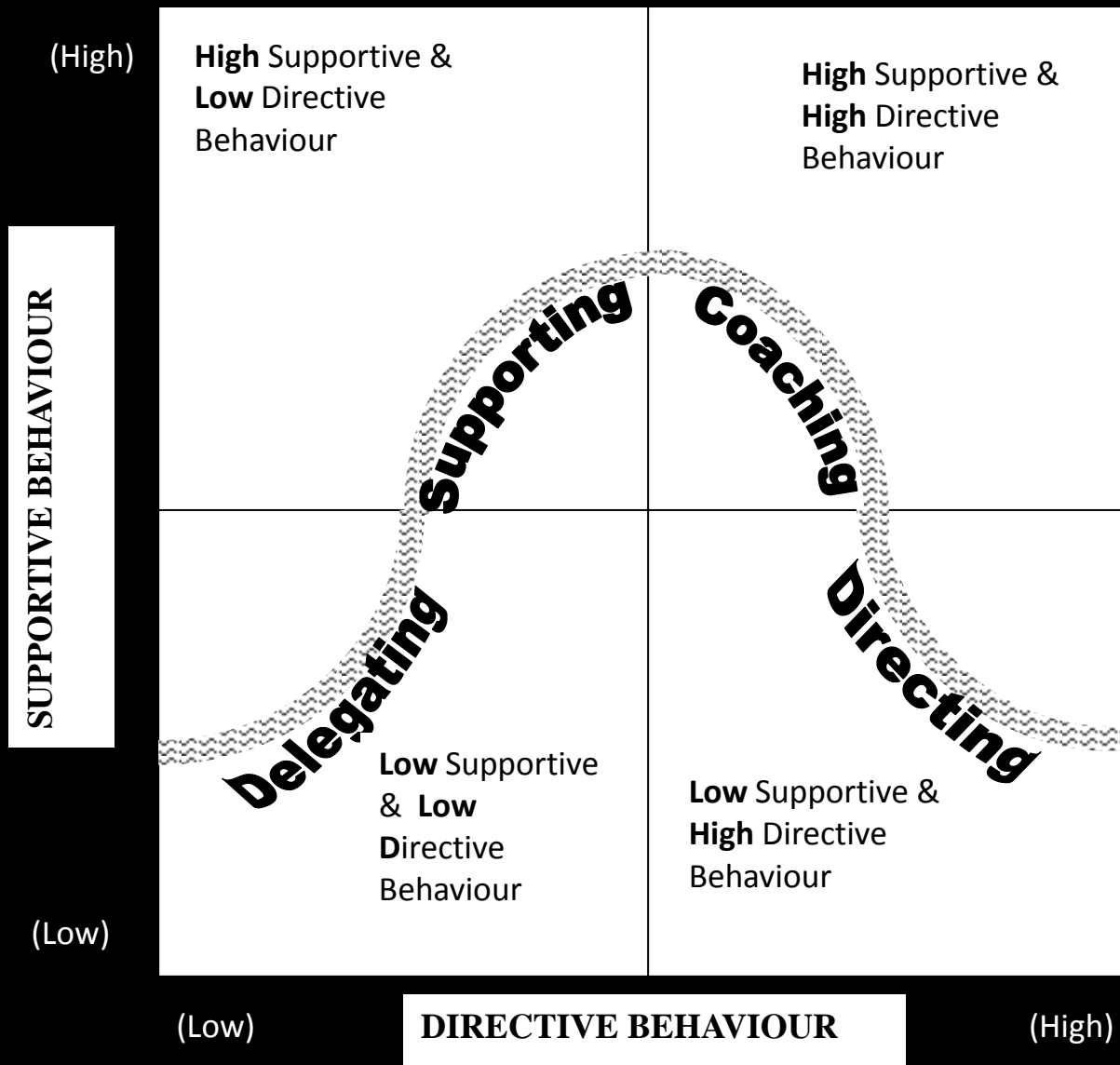


“Traditional organisations require management systems that control peoples behaviour, learning organisations invest in improving the quality of thinking, the capacity for reflection and team learning, and the ability to develop shared visions and shared understandings of complex issues” (Senge, 2002)

A framework for empowerment



Situational Leadership



*Go to the people,
Live with them,
Learn from them,
Love them,
Start with what they know,
Build with what they have,
But with the best leaders,
When the work is done,
The task accomplished,
The people will say,
"We have done it ourselves"*

Chinese Philosopher Lao Tsu



Who makes the
decisions?

How could power
be shared more
effectively?

4) Explore and Articulate Shared Values




We need to be culturally tight and managerially loose. Order and design are not externally imposed but emerge as a result of the combination of individual freedom and shared core values

Getting on the same page

- *Explore individual values and negotiate organisational values to fit*
- *Role model values in leadership behaviour*
- *Reconnect all staff with personal moral purpose*
- *Establish benchmark of needs*
- *Create clarity around shared vision*
- *Leave space for emergent outcomes*





Are we all on the same page
with our vision and values?

Cranking up our leadership performance....



1. Proactive mentoring
2. Foster interaction and shared learning
3. Distribute power
4. Explore and articulate shared values

What is success?

To laugh often and much
To win the respect of intelligent people
And the affection of children
To earn the appreciation of honest critics
And endure the betrayal of false friends
To appreciate beauty
To find the best in others
To leave the world a bit better
Whether by a healthy child, a garden patch
Or a redeemed social condition
To know even one life has breathed easier
Because you have lived
This is to have succeeded

RALPH WALDO EMERSON



Keeping in contact....

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